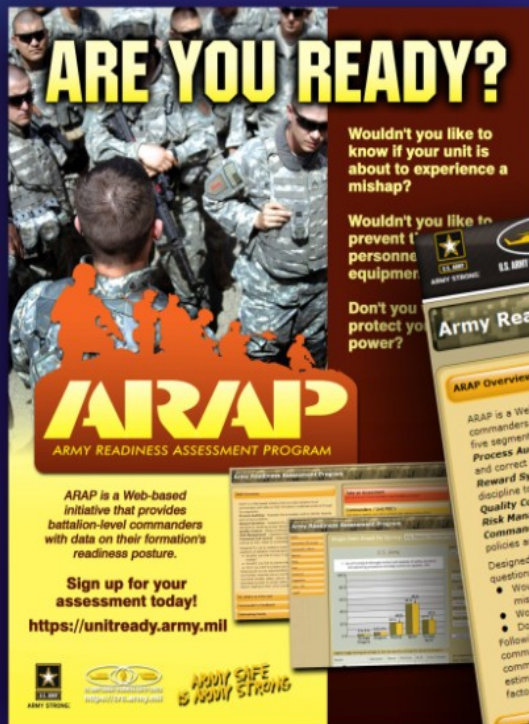


The Army Readiness Assessment Program (ARAP)



ARE YOU READY?

Wouldn't you like to know if your unit is about to experience a mishap?

Wouldn't you like to prevent personnel and equipment mishaps?

Don't you protect your power?

ARAP
ARMY READINESS ASSESSMENT PROGRAM

ARAP is a Web-based initiative that provides battalion-level commanders with data on their formation's readiness posture.

Sign up for your assessment today!
<https://unitready.army.mil>

ARMY STRONG

ARMY SAFETY IS NOW STRONG



Army Readiness Assessment Program

ARAP Overview

ARAP is a Web-based initiative that provides battalion-level commanders with data on their formation's readiness posture through five segments:

- Process Auditing** - Assesses the processes used to identify hazards and correct problems.
- Reward Systems** - Assesses the unit's program of rewards and discipline to reinforce proper behavior and correct risky actions.
- Quality Control** - Places emphasis on high standards of performance.
- Risk Management** - Assesses leadership, communication, and policies as they relate to Composite Risk Management (CRM).
- Command and Control** - Assesses leadership, communication, and policies as they relate to Composite Risk Management (CRM).

Designed for use by battalion-sized units, the program asks several questions of battalion commanders:

- Wouldn't you like to know if your unit is about to experience a mishap?
- Wouldn't you like to prevent the loss of personnel and equipment?
- Don't you want to protect your combat power?
- Don't you want to protect your formation's readiness posture?

Following the survey administration (the assessment phase), the commander receives one-on-one feedback on key issues regarding command climate, safety culture, resource availability, workload, estimated success of certain safety intervention programs, and other factors relating to their unit's overall readiness.

So, what's in it for me?

Commander's Feedback

Interesting Points

Take an Assessment
Click here if you've been directed

Commanders / Unit P
Click here to register your unit

Take a Look!
Click on an image to watch an instructional demonstration

Taking an Assessment

5 FOCUS AREAS:

- Process Auditing:** Identify hazards and correct problems.
- Reward Systems:** A program of rewards and discipline to reinforce proper behavior and correct risk taking.
- Quality Control:** Emphasis on high standards of performance.
- Management:** With unit processes.
- Command and Control:** Communications and policy.

KEY POINTS:

- ARAP is a battalion commander's tool.
- ARAP is designed to assess unit climate and culture.
- Survey results are influenced by current unit conditions (deployment status, etc.).
- Civilians take a modified version of the survey.
- Soldier anonymity and unit confidentiality are key.

TO ENROLL:

ANY BATTALION COMMANDER CAN CALL:
(234) 255-9394/9577 DSN 555-9394/9577



ARAP THE NEXT GENERATION

1 REGISTER
Battalion commanders or equivalent, should register within 30 days of assuming command.

2 ASSESSMENT
Unit takes online assessment. Individuals complete the Risk-based survey. It takes 8 to 10 minutes per person and is completely anonymous.

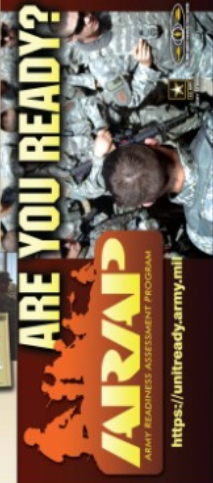
3 DEBRIEF
Unit results discussed confidentially, USACR Safety Center to battalion commander. Results are calculated automatically. A personal, confidential debrief for the commander is conducted by a professional from the USACR Safety Center.

4 RECOMMENDATIONS
Actions: tangible courses of action (COAs) for strengthening the unit come from the USACR Safety Center - all at no cost. The local chain of command sustain and strengthen, consider COAs and develop an actionable plan.

5 FOLLOW-UP
Follow-up survey at mid-base. The unit examines progress through a follow-up assessment in a year.

ARAP PROCESS
Register, Assess, Debrief, Recommendations, Follow-up

<https://unitready.army.mil>
<https://safety.army.mil>



ARE YOU READY?

ARAP
ARMY READINESS ASSESSMENT PROGRAM

<https://unitready.army.mil>

What Is ARAP?

- Composite Risk Management
- CIP / Safety Climate & Culture
- Readiness
- Quick
- Metric-Based
- Leader-Centric
- Action-Oriented
- Confidential
- Free



Why ARAP?

- ARAP is designed to assess unit climate and culture.
- A leading indicator to identify the probability of a mishaps.
- Provides a means to direct resources to mitigate mishaps.
- Proactive leaders receive the best results.
- Immediate feedback from the entire command.
 - Survey results are influenced by current unit conditions (deployment status, resources, etc).
 - Communicates the Army's strong conviction that CRM is best.
 - Civilians take a modified version of the same survey.



DEPARTMENT OF THE ARMY
WASHINGTON, DC 20310-0200

FEB 08 2006

TO THE LEADERS
OF THE UNITED STATES ARMY

The Army Readiness Assessment Program (ARAP) is a closed-loop system of unit measurement, improvement, and re-evaluation for battalion level organizations. The Combat Readiness Center (CRC) developed the program for battalion commanders to address the root causes of accidental loss by focusing on organizational climate and culture. Effective 1 February 2006, ARAP will be used as part of the Command Inspection Program for battalion level commanders.

ARAP is simple, practical, and powerful. The simple cycle provides solid data for resourcing and action, while also enabling the evaluation of the effectiveness of those actions once implemented. Within 90 days of a change of command, the new battalion commander administers a web-based unit assessment that takes about 10 minutes per person to complete. The assessment captures unit posture on command and control, standards of performance, accountability, and risk management. After a confidential debrief from a CRC expert, battalion commanders brief their higher chain of command on key results, their intended courses of action, and where they need assistance. Commanders then execute their plan. At mid-tour or twelve months in command, the commander checks unit progress against initial results through a second assessment.

Division and brigade level commanders will have access to aggregate results of the battalions within their command and are expected to use the data to actively manage their formations and prevent accidental loss. Corps, division, and brigade level commanders will mandate the enrollment of their subordinate battalions in conjunction with their changes of command. Battalions can enroll by logging on to <https://unitready.army.mil> for registration instructions.

When implemented correctly, this metric-based, leader-centric, action-oriented program will improve our units' readiness and preserve our combat power. We are excited about the outcomes that ARAP will yield, and we expect that this program will markedly reduce preventable losses throughout our Army.



Peter J. Schoomaker
General, United States Army
Chief of Staff



Francis J. Harvey
Secretary of the Army



DEPARTMENT OF THE ARMY
WASHINGTON DC 20310

JUN 16 2008

MEMORANDUM FOR SEE DISTRIBUTION

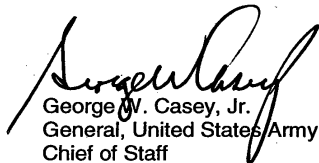
SUBJECT: Army Safety and Occupational Health Objectives for Fiscal Year (FY) 2009

1. FY08 statistics are showing positive results for Army safety. Last year at this time, we asked you to reduce your accidental loss by an additional 20 percent from the previous year for a total of 40 percent from your FY06 numbers. We didn't tell you how to go about bringing down the loss, but rather let you assess your highest loss areas, develop plans to target those areas and asked you to tell us how you were going to get leaders engaged in safety. We want to continue this approach as it is a recipe for success.

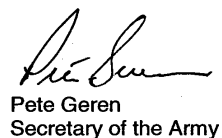
2. Your programs were very effective at reducing on-duty losses. Compared to the same time in FY06, we collectively exceeded our goal by reducing on-duty loss by 62 percent and, statistically, saving 31 Army lives thus far in FY08. Unfortunately, the same cannot be said for off-duty accidents. We must do better. At the end of second quarter of FY08, we lost five more Soldiers off-duty than for the same time period in FY06, a ten percent increase. Surprisingly, more than three-fourths of our Soldier fatalities are off-duty where the risk is often perceived to be low.

3. This upcoming year, you must focus your efforts on our biggest challenge – off-duty activities. Our goal is to reduce off-duty fatalities by at least 20 percent from FY07. Most off-duty Army fatalities occur while driving a vehicle, motorcycle or all-terrain vehicle followed by drowning, pedestrian, and privately owned weapons related events. As you develop your command's safety and occupational health objectives for FY09, continue those programs that produced positive on-duty results while being innovative in your approach to addressing off-duty risky behavior, with an increased emphasis on motorcycle safety. The enclosed objectives are intended to build upon our previous success while stimulating new and innovative ideas to protect our Soldiers, Civilians, Families and contractors.

4. Caring, competent leaders engaged in the activities of our Soldiers, whether on or off duty, will continue to make a significant difference in keeping our force safe and healthy. The Director of Army Safety stands ready to assist as you develop and execute your safety and occupational health plans. Army Safe--Army Strong!



George W. Casey, Jr.
General, United States Army
Chief of Staff



Pete Geren
Secretary of the Army

Encl



FISCAL YEAR (FY) 2009 SAFETY AND OCCUPATIONAL HEALTH OBJECTIVES



1. **Safety Climate and Culture.** Evaluate your programs to ensure you are addressing the climate of your organization in both depth and breadth. How well is your message being communicated and how far down does it go in the organization? Our goal is to change the safety culture of the Army to be proactive and predictive. Use the tools available to you such as the Army Readiness Assessment Program or Individual and Leader Accident Risk Assessments to assess climate/culture and develop plans to target those areas where you have gaps.

2. **Off-Duty Loss Reduction.** Our goal is to reduce off-duty accidental loss from FY07 results by 20 percent in FY09. Each command is unique, but the basic premise of reducing off-duty loss applies to all Soldiers, Civilians, Family members and contractors. Each member of our team is important. While most off-duty Reserve component, Department of the Army Civilian, and contractor loss isn't counted in our statistics, the loss is felt in our formations and workspaces. We owe it to all the men and women who are professionally affiliated with our Army to provide the tools and advice they need to make wise risk decisions. Take a holistic look at your environment and seek out ways to engage those who can influence our team members while away from their place of duty. Every post, camp and station is a hometown with adjacent communities full of potential resources. Evaluate which local organizations or businesses may be able to influence our Soldiers and engage those who are willing to help.

3. **Sustainment.** For FY09, our on-duty goal is to sustain the over 40 percent reduction from FY06 numbers while shifting focus to off-duty reductions. While striving to achieve the off-duty goal, it is imperative we sustain our gains in reducing on-duty accidental loss over the last two years. During FY08, we asked you to target your programs at your command's greatest loss areas. Continue to support those on-duty programs that have produced success and continue to foster the composite risk management mindset in all you do.

4. **Best Practices.** As our safety culture continues to grow and improve, many of your organizations have reported new and innovative ideas that are saving lives. We can learn a tremendous amount from each other by sharing our successful programs. Last year, we asked you to capture best practices in your commands and to be prepared to report by the end of the FY. This year, we ask you to publish those best practices you have identified through various command and safety channels. The Army Safety Center will assist you in capturing and publishing those great programs across the Army.





U.S. ARMY COMBAT READINESS CENTER

Register



Assess

4 Months



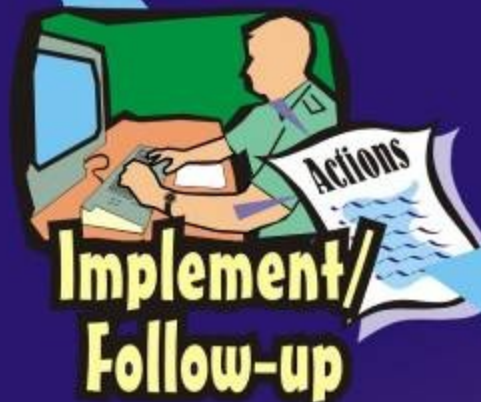
De-Brief

1 Month



Back Brief

4 Months



**Implement/
Follow-up**

3 Months

ARAP Process

Data on Five Segments

- Processes Auditing
- Reward Systems
- Quality Control
- Risk Management
- Command and Control



Army

(2,137 Units Surveyed)

Data represents **only** those units that have completed ARAP.

Army
CCI

Quartile	# Units / survey average	<u>Total Pers</u> Avg Pers	# Class A / # Fatals	Class A % per unit	Total A-D accident s
1	534 / 4.02	<u>82,079</u> 154	49 / 47	9.2%	582
2	535 / 3.79	<u>166,495</u> 311	72 / 66	13.5%	744
3	534 / 3.64	<u>187,285</u> 351	83 / 66	15.5%	779
4	534 / 3.43	<u>210,317</u> 394	99 / 103	18.5%	1060



<https://unitready.army.mil>

Army Readiness Assessment Program

ARAP Overview

So, what's in it for me?

The program is Web-based, quick, and easy.

All assessments are confidential

Only unit commanders or their designated representatives have access to results. A confidential debrief is conducted on a one-on-one basis between the commander and the representative.

Assessments may be predictive.

Studies conducted by the U.S. Navy over the past 6 years have shown that units in the surveys lower spectrum have twice the number of fatalities and more than twice the number of Class A accidents.

All assessments and users are anonymous.

These assessments are a "free look" inside a unit. They allow commanders to receive an honest look at their safety culture and evaluate CRM processes.

Commander's Feedback

Interesting Point

URL to
access
our
homepage

Select
CDR/POC

Take a Survey

Click here if you've been directed to take the ARAP Survey

Commanders / Unit POC's

Click here to register your unit or perform other administrative actions.

Take a look!

Click on an image to watch an instructional demonstration of ARAP!

Introduction



Taking an Assessment



Commander Access Module



The current system user is: NASE\svc.arap.safe from db.

Recommendations

- Top-down emphasis to maximize unit participation; Underscore value of ARAP as part of CRM
- Engage O-6 leaders (they receive back-briefs from Bn Cdrs and approve Bn Cdr action plan to address issues)
- Track subordinate unit completion; emphasize timely completion (30-45 days) to ensure commanders get current/relevant data
- Reinforce necessity for commanders' back-brief to their higher, troops/participants.

Questions/Discussion

U.S. Army Combat Readiness/Safety Center

Bldg 4905, 5th Ave.

Ft Rucker, AL 36362-5363

Program Manager

Army Readiness Assessment Program

(334) 255-3901/9577

DSN 558-3901/9577

ARAP@crc.army.mil

<https://unitready.army.mil>



Corner Stones

- Individual Survey Respondent Anonymity
- Organizational Confidentiality
- Restricted Commander Access Codes
- Ability of Higher Headquarters to Access Aggregate Data
- Ability to Conduct Research and Analysis

Cdr/ Unit POC responsibilities

- Register unit
- Inform the unit of their requirement and your expectations
- Disseminate survey code once received from the CRC
- Track participation
- Notify the CRC once minimums are met, to schedule debrief

CRC

- Provide all necessary codes (survey & Cdr access)
- Conduct confidential debrief